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2 November 1949

MEMORANDUM FOR: CFP

VIA: COS

SUBJECT: Recommendations for Combined OSO/OPC Training Program

- REFERENCES:
- Memorandum of 12 October 1949 from COS to EXO, COP, and CFP re subject.
 - Memorandum dated 26 October 1949 from CFP to COS re subject.

1. COS has asked that I answer your memorandum of 26 October. My comments are contained in the following sub-paragraphs.

a. Reference paragraph 1a. The ideas put forth in this paragraph are already matters of policy as established for TRD by OSO and adopted by OPC in the amalgamation of training. TRD does not have the power of decision as to whether an individual is qualified for a specific position. That decision rests with the branch or division chief concerned. In OSO the Assistant Director also reviews each case. TRD evaluates the scholastic and trait characteristics of the man only while in training. If the branch or division requests specific observations, that also is done.

With P&P and like divisions whose work is solely in Washington, it would be possible to observe and rate the worth of the man on the job. I would assume that you already do that. In the case of the operational branches, the situation is quite different. The man is many miles from here and the only contact with the branch is by cable or pouch. Consequently, the branch cannot provide immediate supervision to his work, and must be certain of his competence for the work prior to his departure.

If the recruitment for this Agency were 100% perfect, it might be possible to eliminate completely the evaluation system. Since that is not the case, there should be some method of detecting and eliminating the incompetents.

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Again, however, I would like to emphasize that TND only rates the man while in training. The decision of employment and placement is by the division chief or the Assistant Director.

b. Reference paragraph 1b. The idea of a self-evaluation system is an excellent one. However, to properly carry out such a project will require specialists in personnel tests and measurements. We have made provision in our T/O for the inclusion of such a person at a F-6 rating and upon the approval of the T/O and the recruitment of the individual concerned, it is hoped that a procedure such as outlined may be established. Until that time, however, it is believed inadvisable to attempt such a program without having the skills required in its preparation, conduct and evaluation.

c. Reference paragraph 1c. The recommended academic rating system may seem somewhat complicated, but it is believed that it will accomplish the desired purpose. It establishes weights for the several courses, relative values of the various subjects within each of the courses, and is based upon at least a 50% objective evaluation. One thing which must be taken into account in any evaluation system for a training division of this nature, is the radical difference in the maturity, grades and operational experience of the students concerned. The system as outlined is basically the same as the one which has been adopted by Department of Army in all of its schools. It is working well and it is believed it would be applicable in this situation. The evaluation program as outlined has been approved in principle by OSO. It is recommended that TND be allowed to place it into operation and to give it a fair trial. After that, it may be wise to review it to see if it is accomplishing all that is desired.

d. Reference paragraph 2. No comment.

e. Reference paragraph 3. Several of the items mentioned have been incorporated in the administrative training course--basic and headquarters phases. We are presently reviewing the administrative courses and will incorporate your other suggestions into the training.

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f. Reference paragraph 4. Your analysis of the content of the staff training course is true. The reason, of course, is that the vast majority of personnel receiving such training are operational personnel. TND agrees with your thought that staff officers should be well versed in operational procedures and believes that they should also participate in such instruction to the maximum degree. The exact degree to which you want any individual of your division to participate may be indicated on the training request form.

g. Reference paragraph 5. TND has no comment. This appears to be a matter of OPC policy.

2. A complete discussion of the several points raised in your memorandum would require several pages. Therefore, at your convenience, I would like to discuss them with you in detail.

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